



# 'THE RUDDER

Sailings of the U.S. Navy Medical Service Corps

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**April 2024**

Volume 12, Issue 3

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**Cover Photo:** This month's Specialty in the Spotlight is Research Psychology! LT Jacob Westerberg, a research psychologist for the Robert E. Mitchell Center (REMC) RPOW studies aboard Naval Air Station Pensacola, provides training about captivity and identifies ways to prepare and care for the next generation of warfighter who may become isolated or captured. See more on pages 10 & 27!

# FROM THE MSC DIRECTOR

Esteemed Colleagues,

Greetings and salutations to all Medical Service Corps officers across the globe. It is my pleasure to present to you the April edition of "The Rudder." You continue to do great things within Navy Medicine and beyond, and the Rudder team and I will do our best to ensure that these accomplishments are recognized in our newsletter.

First off, congratulations are in order to CDR Eugene Smith, Jr., LT Aaron Abreu, CDR Andrew Weiss, LCDR Raben Talvo, and HMC Jeremy Velasquez for being selected as 2024 Joint Federal Sector and Navy Regent awardees. It was my honor to witness them receive their respective accolades during the 2024 American College of Healthcare Executives (ACHE) Congress in Chicago last month. It was also my pleasure to meet so many officers from all corps who attended this event. You can find more information about these aforementioned award categories that are described in greater detail on the next page as on Pages 8-9.

Research Psychology (RP) is our Specialty in the Spotlight this month, and the immeasurable impact this specialty has made since the World War II is highlighted on Pages 10-11. Many thanks to CDR Leedjia Svec and LCDR Jennifer Jewell, the RP specialty leader and assistant specialty leader, respectively, for leading a cadre of 25 professionals who admirably apply their expertise in the psychological and behavioral sciences, thus protecting, promoting, and enhancing our Navy's warfighting capabilities. A special thank you also goes out to our additional research psychologists, LT Debra Houst, and CDR Jacob Norris, as well as LCDR Eric Vorm, Aerospace Experimental Psychologist (AEP), for sharing their High Reliability Organization experience as it relates to the new Robotic Warfare Specialist rating as seen on Pages 12-13.

Fittingly, the third joint RP and AEP symposium was held at Defense Health Headquarters earlier this month, and it fostered critical discussions on recruiting and retention, collaborating planning, strategic communication, and support of the Navy warfighters. Thank you to AEP Specialty Leader, CAPT Chris Foster, and RP Specialty Leader, CDR Leedjia Svec, for facilitating this avenue to leverage diverse expertise, so that the attendees from more than 25 different commands could greatly benefit.

Our new head of the U.S. Navy's Blood Program is LCDR Fae Ramirez, and she is already hitting the ground running at the Bureau of Medicine and Surgery. Her



(continued on next page)



contributions to the field throughout her 11-year career can be found on Page 16-17 as part of Navy Medicine's Women's History Spotlight.

Please take the time to read about the latest MSC Detailer updates on Page 5. As a reminder, both CONUS and OCONUS orders are being released two months from the detachment date, though order posture can always change.

In closing, I am appreciative of your dedication to advancing Navy Medicine's mission, and I am grateful to each of you and your families for everything you do. Onward. Forward.

*With respect  
and admiration! M. Case*

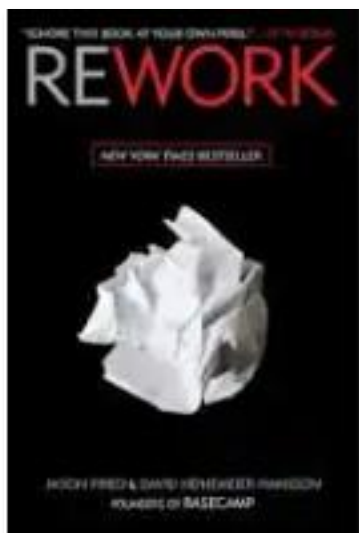
M. CASE  
Rear Admiral, Medical Service Corps  
United States Navy  
Director, Medical Service Corps



Chicago, Ill. CDR Eugene Smith, Jr., HCA, and LT Aaron Abreu, HCA, gather for a group photo with Navy leaders after being honored at the 28th annual Joint Federal Sector Awards Breakfast and Awards Ceremony during the American College of Healthcare Executives' (ACHE) Congress on Healthcare Leadership on 28 March 2024 at the Hyatt Regency Chicago. These Federal Sector Awards recognize federal and military ACHE members who have demonstrated excellence in the healthcare profession, contributed to the advancement of ACHE, and inspired other healthcare professionals to achieve excellence. CDR Smith was the recipient of the Federal Excellence in Healthcare Leadership award (for which a stained glass plaque that depicts the ACHE insignia is bestowed upon the winner) as well as the Diversity and Inclusion Award (Senior Leader). LT Abreu was selected for the Military Excellence in Healthcare Management award. Pictured above (L-R): RDML David Malone, Deputy Director, Reserve Medical Forces, Pacific, and Chief, Medical Corps (Reserve); CAPT Robert McMahon, HCA, FACHE, Navy Personnel Command; LCDR Richard J. Bly, POMI/ Navy Regent of the ACHE; CDR Smith; LT Abreu; RDML Matthew Case, Director of the Navy Medical Service Corps and Commander of Naval Medical Forces Atlantic; RADM Pamela Miller, Deputy Chief, BUMED, Reserve Policy and Integration, as well as The Medical Officer of the Marine Corps; and HMCM Patrick Paul (PaP) Mangaran, Force Master Chief of Navy Medicine and Director of the Hospital Corps.

# THE CORPS CHIEF'S BOOK CLUB

## ***“Rework” by Jason Fried and David Heinemeier Hansson***



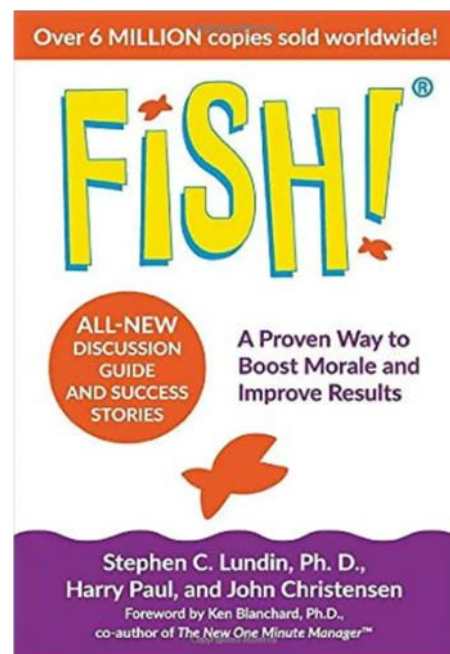
**Recommended by:** CDR Aaron Eckard, HCA/DFA/Manpower, USNMRTC Rota, Spain

**Summary:** This book is an excellent read for MSCs for a few reasons. It is a very easy book to comprehend, it is engaging as most MSCs can relate to its content from a business aspect, and finally it challenges the old-school methodology of what is/are efficient business practices that the military has been built off of (e.g., long frequent meetings, three-to-five-year plans, trying to grow at every opportunity). A great example in the book is titled, “Say No by Default” – “If I’d listened to customers, I’d have given them a faster horse” (Henry Ford quote). Always trying to make another feature, mediocre design, overly optimistic deadline can cause us to lose sight on the basic things we should be focusing on. Solutions to problems don’t always have to involve complicated actions. Most problems are negotiable. If your challenge is to get a bird’s-eye view, do you really need to climb Mt. Everest to accomplish that, or can you take an elevator to the top of a building? Not everything has to be complicated, and most times the solution involves a bit more communication (which doesn’t have to be another meeting, or committee started).

## ***“FISH” by Stephen C. Lundin, Ph.D., Harry Paul and John Christensen***

**Recommended by:** CAPT Katie Shobe, Research Psychology, Naval Medical Leader and Professional Development Command (NMLPDC), Bethesda, Md.

**Summary:** Looking for a short, easy-to-process, motivational boost? An HMCS on my staff recommended a worthwhile book that outlines a philosophy, or a way of being, with the goal of injecting positivity in the workplace, that also can be applied to our personal lives. The philosophy was inspired when the main author visited the Pike Place Fish Market in Seattle where he observed the fishmongers’ passion and energy for a job that was repetitive and tiresome (but it wasn’t always this way). He wanted to capture and promulgate that passion, and thus “FISH! A Proven Way to Boost Morale and Improve Results” was written by Stephen C. Lundin, Harry Paul, and John Christensen (2002). The FISH! Philosophy consists of four practices: (1) Be There – Be present and be there for one another; (2) Play – Tap into your natural way of being creative, enthusiastic, and having fun; (3) Make Their Day – Find simple ways to engage people in a meaningful, memorable way; and (4) Choose Your Attitude – Take responsibility for how you respond to what life throws at you, your choice affects others. The following quote still stands out to me: “There is always a choice about the way you do your work, even if there is not a choice about the work itself” – which I think we can all relate to. There’s a free YouTube video that captures the Pike Place Fish Market transition, “World Fishing Journal (WFJ) Season 3, Episode 1 – World Famous,” and the DoD MWR library contains a free audio or eBook of “FISH!”



## FROM THE DETAILERS

# THE ROLE OF THE PLACEMENT OFFICER AND DETAILER IN OFFICER ASSIGNMENTS

Placement Officers are the liaison between Navy Personnel Command (PERS) and commands. They ensure all valid/funded billets on authorized manning document (AMD) are filled, based on community manning levels and billet priority.

## Detailer versus Placement Officer Roles Defined

The detailer is the officer's advocate and matches the member with best duty station based on career progression, professional growth, billet diversity, rotation date, available billets, and needs of the Navy, etc. The detailer enters orders into electronic order writing system, and orders are then vetted through multiple reviewers, including placement officers for the losing and gaining commands.

The losing command placement officer verifies that the member has met time on station and that a backfill has been identified. The gaining command placement officer ensures the member meets the requirements of the billet (i.e., correct designator, subspecialty, AQDs, etc.). If there are vacancies in higher priority areas (i.e., operational and overseas), those billets are filled first, while taking into consideration spouse co-location, exceptional family member program (EFMP), limited duty (LIMDU), and other pertinent professional and personal concerns.

## So how do Placement Officers fit into the whole "orders" equation?

Placement Officers work directly with command leadership to ensure ships, staffs, and commands are adequately manned. Detailers work on timing of permanent change of station (PCS) with gaining/losing personnel to ensure minimal billet gaps. The command makes the ultimate decision on the member's actual transfer date. Command concerns can be voiced to their placement officer who can then discuss concerns with the member's detailer. Your projected rotation date (PRD) is determined by the date you reported on board your current command and the PERS prescribed tour length for your billet (Sea Duty 2 years, CONUS 36 Months, OCONUS tour length determined by location and whether you went accompanied or unaccompanied). Extending beyond your PRD by a few months to allow a face-to-face turnover is rarely an issue, but PCSing prior to your PRD requires a PERS flag prior to orders being authorized for release. Occasionally, commands are willing to gap a billet to accommodate an officer's

unique situation. If a gap is acceptable, the member can inform their detailer, and the command informs their placement officer to ensure everyone is aware.

## Takeaway

Understanding roles and responsibilities of placement, detailer, command and constituent when negotiating and executing PCS moves are important to ensure clear communication and to reduce frustration while delivering mission success. If you have any questions regarding your command's manning, you can discuss it with command leadership, and if needed they will contact their placement officer. Your detailer works for you, the placement officer works for the command, and we all work together to retain talent and deliver mission success.

## More Updates From Your MSC Detailers

**Orders both CONUS and OCONUS are getting released two (2) months from the detachment date.**

- Letters of Intent (LOIs) can be issued but no Line of Accounting (LOA) will be attached
- Note: Order posture can change

### FY25 DUINS

- PRDs need to be 24 months at the time of detachment (refer to BUMEDNOTE 1520)
- Questions? Discuss with your detailer for PRD requirements

### XO/CO Packages

- Discuss with your detailer regarding qualifications based on PRD.
- Refer to MILPERSMAN 1301-110
- Cannot negotiate orders until the results of the board have posted

### Milestone Packages

- Discuss with your detailer regarding qualifications based on PRD
- Refer to MILPERSMAN 1301-110
- Cannot negotiate orders until the results of the Milestone board have been posted
- Member has to complete the entire 36 months of the Milestone to receive AQD credit

**EFMP status needs to be updated every three (3) years.**



# RESERVE COMPONENT GLOBAL SOURCING OPERATIONAL PLANNING TEAM (OPT)



Falls Church, Va. Pictured above (L-R): LCDR Prima Baines, POMI; CAPT Louise Anderson, POMI; CAPT Kenneth McAndrews, Pharmacy; LCDR Liliana Balcazar, POMI; and CDR (Ret.) Elmer Jimenez take part in the Reserve Component Global Sourcing Operational Planning Team (OPT) sessions held 29 January to 2 February 2024 at the Defense Health Headquarters.

A Reserve Component (RC) Global Sourcing Operational Planning Team (OPT) convened from 29 January to 2 February 2024 at the Defense Health Headquarters:

**Purpose:** To develop and to generate an optimized RC activation process within Budget Submitting Office (BSO) 18's echelon III Type Commands (TYCOM) in alignment with higher level policies and instructions.

**Mission:** To create distinct Courses of Action (COAs) to achieve an optimized RC activation process to support live mission employment and training exercise requirements.

**End State:** To align with the BSO 18's Force Generation/Force Employment Matrix and standardized RC sourcing process for:

- Man, train, and equip from “ready bench”
- Live mission employment to include directed readiness table, individual augmentation, expeditionary medicine systems (EXMEDS), request for support (RFS), request for forces (RFF), and Defense Health Agency (DHA) requests

## FROM CDB PROGRAM

# GET THE GOUGE!

## Running a Career Development Board, with LT Russhell Evans, HCA/HIT

By : LT Achinth Murali, HCA, NMRTC Beaufort

One of the Assistant Specialty Leaders reached out to highlight a Navy Medicine all-star, LT Russhell Evans, who they described as being “by far the most organized and most communicative CDB Manager I have ever had the pleasure to interact with.”

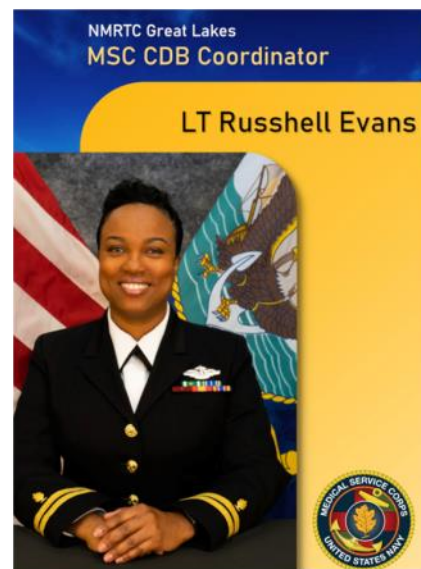
Currently serving as Chief Information Officer of NMRTC Great Lakes, LT Evans is also the command MSC Career Development Board (CDB) Coordinator. For this month’s column, the MSC CDB Program asked LT Evans to tell us the keys to the success of her command’s MSC CDB program. Several of her best practices are consolidated below:

To prepare for a CDB, pull the NSIPS CDB report monthly and request the latest Command Slate and Alpha Roster from the detailers. Use this information to update the “CDB Command Coordinator Tracking & Reporting” spreadsheet available on the MSC CDB milBook page. Contact officers requiring a CDB to explain what a CDB is and schedule one on their behalf. The following checklist will help make your program effective:

- Start planning early. It is a challenge to coordinate numerous individuals’ schedules.
- Provide the officer with everything up front (e.g., JO Seabag, CDB checklist, Individual Development Plan, profile sheet, NSIPS summary go-by, Subspecialty Roadmap, MSC Guidance for Biography, Leadership Course Catalog, Resume Kit, and record review presentation).
- Follow up with the officer to find out if they need assistance completing any of the CDB documents.
- Include key documents on calendar invitations to board members (i.e., officer and board member checklists, Infographic Goal Reality Options Will (GROW) Model Handout, etc).
- MSC CDB guidance, templates, and resources can be found on the MSC CDB milBook page by clicking [here](#). Share these resources with CDB members to streamline and to prepare for the CDB.
- Before submitting a CDB package to board members, review it first, note the officer’s goals/interests, and try to find additional information or points of contact that can assist with the officer’s questions.
- During the CDB, board members will discuss the officer’s record, ask questions, and give feedback. As CDB Coordinator, take notes, provide a summary of the officer in question, and update their NSIPS CDB record.

How do you find board members? When determining board membership, the following is recommended: the Director for Administration (DFA) is generally first, then the ASL (using the list provided on milBook), followed by other members based on the officer’s career interests and trajectory; otherwise, a member of another subspecialty or corps is an option, in order to offer an outside perspective. Email prospective board members directly to determine their availability. It is okay to reach out to past DFAs, members of other specialties, and members of a different corps in order to form the most optimal board.

Above all, LT Evans emphasized that “the CDB is ultimately about helping the [officer] advance and achieve their ambitions, because when a Sailor succeeds in their goals, the Navy succeeds altogether.”



Have a CDB story to share (success or failure)? Please email CDR Alexander Aldana: [alexander.aldana.mil@health.mil](mailto:alexander.aldana.mil@health.mil)  
or LT Kelson Mosier: [kelson.a.mosier.mil@health.mil](mailto:kelson.a.mosier.mil@health.mil)

Have any CDB questions? Please email Program Manager LCDR Albert Lee: [albert.j.lee23.mil@health.mil](mailto:albert.j.lee23.mil@health.mil)

## AWARDS

Chicago, Ill. In March 2024 the American College of Healthcare Executives (ACHE) Congress on Healthcare Leadership recognized across the Services awardees for Diversity and Inclusion, Federal Excellence in Healthcare Leadership, and Military Excellence in Healthcare Management. Simultaneously, the Navy American College of Healthcare Executives (ACHE) Regent recognized one Senior, Early, and Enlisted Healthcare Executive during the 2024 RDML Lewis E. Angelo Professional Symposium (LEAPS), with this year's theme being, "Big Ideas. Big Plans. Greater LEAPS Forward."

## 2024 JOINT FEDERAL SECTOR AWARDEES



Federal Excellence in Healthcare Leadership:  
Diversity & Inclusion Award Winner (Senior Leader)

CDR Eugene Smith, Jr.,  
MSC, USN, FACHE



Military Excellence in  
Healthcare Management

LT Aaron T. Abreu,  
MSC, USN, FACHE

## 2024 ACHE NAVY REGENT AWARDEES



Senior Level Career  
Healthcare Executive Award

CDR Andrew J. Weiss,  
MSC, USN, FACHE



Early Career Healthcare  
Executive Award

LCDR Raben B. Talvo,  
NC, USN, FACHE



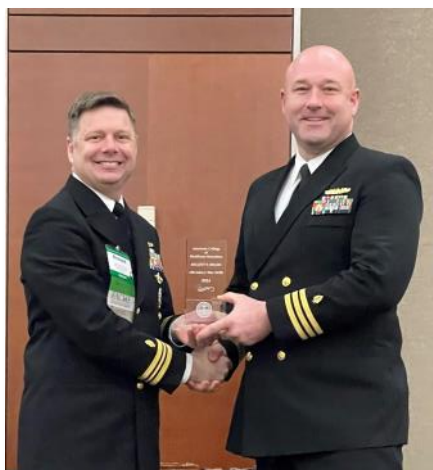
Enlisted Healthcare  
Executive Award

HMC Jeremy Velasquez,  
USN, FACHE





Chicago, Ill. Pictured above: Mr. Alfred A. Montoya, Jr. (far right in both photos), the Deputy Assistant Under Secretary for Health for Operations at the U.S. Department of Veterans Affairs, presents awards at the Joint Federal Sector Awards Breakfast during American College of Healthcare Executives (ACHE) Congress in March 2024. CDR Eugene Smith, Jr. (left photo), HCA, receives the 2024 Joint Federal Sector Regent-at-Large Diversity and Inclusion Award; in 2022 CDR Smith reported to the Office of the Secretary of Defense where he currently serves as the Executive Officer to the Assistant Secretary of Defense for Health Affairs. LT Aaron Abreu (right photo), HCA, receives the 2024 Joint Federal Sector Military Excellence in Healthcare Management Award; LT Abreu is an FACHE, and the Deputy Executive Assistant and Flag Aide to the Navy Deputy Surgeon General, U.S. Navy Bureau of Medicine and Surgery. (Photos by LCDR Alicia Johnson)



Chicago, Ill. Pictured above: Richard J. Bly (far left in each photo), POMI and Navy Regent of the American College of Healthcare Executives, presents awards at the 2024 RDML Lewis E. Angelo Professional Symposium (LEAPS) during the American College of Healthcare Executives (ACHE) Congress in March 2024. CDR Andrew J. Weiss (left photo), Manpower, receives the 2024 Senior Level Career Healthcare Executive Award; CDR Weiss is an FACHE, and currently serves as the Director, N12 (Manpower Plans and Business Policy) at the Bureau of Medicine and Surgery. LCDR Raben B. Talvo (middle photo), NC, receives the 2024 Early Career Healthcare Executive Award; LCDR Talvo is an FACHE, and currently serves as a Program Manager, Clinical Support, and Solution Delivery in J-6 at the Defense Health Agency. HMC Jeremy Velasquez (right photo) receives the 2024 Enlisted Healthcare Executive Award; HMC Velasquez is an FACHE, and currently serves as the Naval Information Warfare Command Pacific (NIWC) Medical Department Head and Senior Enlisted Leader at Navy Medicine Readiness and Training Unit North Island. (Photos by LCDR Alicia Johnson)





## SPECIALTY SPOTLIGHT



# FACT FILE

## Research Psychology (RP)



- **HEALTHCARE SCIENTIST SPECIALTY**
- **SIZE: 25 AD BILLETS**
- **SPECIALTY LEADER (SL)/ASST. SPECIALTY LEADER (ASL):**
  - CDR Leedjia Svec (SL)
  - LCDR Jennifer Jewell (ASL)
- **CORE MISSION:**
  - Research Psychologists (RPs) are doctoral-level scientists and commissioned Naval Officers who apply their expertise in the psychological and behavioral sciences to protect, promote, and enhance the United States Navy's warfighting capabilities.
- **WHERE DO RESEARCH PSYCHOLOGISTS SERVE?**
  - Operational platforms (e.g., NSWC, NSMRL, NEDU)
  - Research-focused environments (e.g., NMRC)
  - Education and training commands (e.g., NSTC)
  - DON priorities directly as program officers and leaders at places such as the Bureau of Medicine and Surgery, Office of Naval Research, Office of the Naval Inspector General, and more.



# HISTORY

## Research Psychology (RP)



- Research Psychologists were first employed by Navy in World War II to research and develop psychological screening processes for recruits.
- The role of Research Psychologists gradually expanded to include: psychological and human factors research employing various disciplines including psychopathology, psychophysics, psychophysiology, human engineering, psychometrics, and industrial psychology.
- In the 1950s, RPs began long association with the Naval Undersea Medical Research Laboratory (NSMRL) conducting research on evaluation and screening of submariners, and psychological, auditory, and visual correlates on performance and habitability in submarines.





## HRO SPOTLIGHT

# RESEARCH PSYCHOLOGY'S HRO PRINCIPLES IN ACTION: ESTABLISHMENT OF THE RW RATING

By: LT Debra Houst, RP; LCDR Eric Vorm, AEP; and CDR Jacob Norris, RP

The Robotics Warfare (RW) Specialist rating represents a unique milestone in naval operations. Achieving this goal required the unified efforts of a dedicated group from across the Navy – a team-of-teams. Notably, Medical Service Corps (MSC) officers from diverse specialties and at Navy Medicine Research Development Laboratories played key roles in this endeavor. Under the leadership of CDR Jacob Norris, a Research Psychologist, the team of MSC scientists exemplified the core tenets of High Reliability Organization Principles throughout the process of instituting this new rating.

**Sensitivity to Operations:** The team acknowledged the significant impact of robotics systems such as the MK-18 Unmanned Underwater Vehicle (UUV), understanding them not just as technological advancements but as a transformative force in maritime operations. With Navy Explosive Ordnance Disposal (EOD) units already integrating UUVs into combatant



Pago Bay, Guam. Pictured above: Electronics Technician 1st Class Nigel Brown, deployed with the expeditionary mine countermeasures (ExMCM) capability of Task Force 75, secures a MK 18 Mod 2 unmanned underwater vehicle (UUV) after recovery on 18 November 2020. The maritime unmanned systems team in the 7th Fleet area of responsibility launched and recovered the UUV to execute sonar hydrographic surveys for post-process imaging analysis in order to detect and identify underwater hazards. (U.S. Navy photo by Mass Communication Specialist 1st Class Adam Brock)

commands, the operational demands were high and the consequences of overlooking a mine-like object were serious. While EOD personnel and UUV developers recognized the unique challenges of these tasks, they lacked sufficient evidence to advocate for the necessity of a new rating. Recognizing the importance of effectively utilizing this technology, it became clear that a dedicated group of trained personnel, equipped with specialized skills and processes, was essential to ensure successful operational outcomes.

**Commitment to Resilience:** The collaborative efforts of the teams at Naval Health Research Center, Naval Information Warfare Center Pacific, and the Office of Naval Research (ONR) underscored a dedication to comprehending shortcomings in the military's utilization of robotics. The ONR program, led by CDR Norris in partnership with Carnegie Mellon University (CMU) and later continued by LCDR Mike Natali,



Korsor, Denmark. Pictured above: Mineman 2nd Class Nicholas La Fave, assigned to Mobile Dive and Salvage Unit 2 and a native of Wilmington, N.C., monitors and controls a Remote Environmental Measuring Units (REMUS) 100 unmanned underwater vehicle (UUV) during exercise Northern Coasts on 9 September 2019. Northern Coasts provides the opportunity for participating nations to engage in realistic maritime training, to build experience and teamwork, and strengthen our interoperability as we work toward mutual goals. (U.S. Navy photo by Chief Mass Communication Specialist Travis Simmons/Released)



Quantico, Va. Pictured above: LT Debra Houst, Research Psychology, from Naval Information Warfare Center Pacific, stands next to experimental ground robotic systems during the April 2023 Squad With Autonomous Team Challenge (SWAT-C).

Aerospace Experimental Psychologist (AEP), aims to collaborate with Naval Education Training Command to develop and refine training approaches. This commitment is grounded in learning from both successes and failures to effectively support the unique demands of working with complex robotics with end goal to build a resilient RW capability.

**Deference to Expertise:** While the team welcomed warfighting insights and collaboration with technical experts, LCDR Eric Vorm, AEP, exemplified this approach. He actively sought guidance from technology experts at institutions, such as NASA, and consulted with military historians at the Naval War College to better understand emerging technologies. LCDR Vorm's approach included field experiments with the U.S. Marine Corps and engaging NATO Allied nations to enhance understanding beyond individual capabilities. Similarly, CDR Norris collaborated with Dr. Michael Qin, ONR Program Officer, to conduct field studies aimed at comprehensively understanding the potential applications of future technologies like robotics.

**Reluctance to Simplify:** An obstacle to establishment of the rating was sufficient evidence to support the business case; creating a new rating would require creating new career paths and training paths. Dis-

rupting the status quo would add new elements. However, the collective work of the team was able to demonstrate the value of creating the RW rating from human performance and talent management perspectives. The RW rating will allow the Navy to recognize its talent. Thus giving those personnel performing RW tasks their due recognition and potential for a meaningful career in Robotics inside the Navy that would not be available if the RW rating did not exist.

**Preoccupation with Failure:** One distinctive aspect of this work was the need to anticipate future technology and operating concepts. Unlike most ratings tailored to specific systems, the robotics rating was conceptualized to leverage emerging technologies at the tactical edge. To achieve this, research teams focused on identifying weaknesses and critical incidents. ONR leveraged findings from field research aimed at stress testing robots to inform future concepts and tactics, and NHRC collaborated with the UUV community, emphasizing training failures to discern the requisite skills for RW specialists.

As a result of this collective effort, RW sailors will have a crucial role in facilitating Robotic and Autonomous System (RAS) operations and maintenance at the operational forefront. Serving as subject matter experts, they will specialize in computer vision, mission autonomy, navigation autonomy, data systems, artificial intelligence, and machine learning on RAS platforms. The establishment of the RW rating signifies a significant milestone in the Department of the Navy's pursuit of a hybrid Fleet. This dedicated rating will accelerate the development of deep expertise in rapidly evolving autonomous technologies.



## FROM THE LABS

# BRIDGING THE SKIES AND SEAS: TWO PSYCHOLOGY COMMUNITIES HOLD THIRD JOINT SYMPOSIUM

By: Mr. André B. Sobocinski, U.S. Navy Bureau of Medicine and Surgery Historian

Regardless of whether they are in the air or at sea, the health and performance of the warfighter is essential to maintaining maritime superiority. The Aerospace Experimental Psychology (AEP) and Research Psychology (RP) communities in the Medical Service Corps work tirelessly leveraging their expertise in selection, training, human factors, safety, executive coaching, research, and acquisitions to optimize warfighter health, readiness, and performance to ensure that our Sailors and Marines are prepared to win tonight and come home safely.

On 2-3 April 2024, the Bureau of Medicine and Surgery (BUMED) in Falls Church, Va., hosted the third joint AEP-RP joint symposium. The two-day symposium ignited critical discussions on support of Navy warfighters, strategic communication, collaborative planning as well as recruiting and retention.

"A joint meeting like this enables us to accomplish more together than we would separately," said CDR Leedjia Svec, Military Deputy of the Warfighter Performance Code at the Office of Naval Research and Research Psychology Specialty Leader. "A rising tide lifts all boats. Our synergy facilitates us both as individual communities and one Navy team. Our future fight will be won through collaboration."

For CAPT Chris Foster, Military Director, Human Systems Engineering Department at the Naval Air Warfare Center Aircraft Division (NAWCAD) and Aerospace Experimental Psychology Specialty Leader, the meeting brought tremendous synergy.

"We are committed to communicating with a joint voice to showcase what our communities offer and how we can empower our warfighter customers," said CAPT Foster. "By collaborating and strategically communicating our value, we can bridge the gap between our expertise and the needs of the Navy. This will not only help to enable optimal perfor-

mance across all domains but also pave the way for the continued growth of Research Psychology and Aerospace Experimental Psychology within the Navy in a manner that best supports our customers' needs."

Whereas RPs are dedicated to supporting the surface and undersea environments, AEPs are focused on the critical areas across the aerospace domain. Both communities, two of the smallest in the Medical Service Corps, remain the only non-clinical psychology specialties in the Navy, and each have officers with similar educational backgrounds.

This talent pool was evident at the symposium. Attendees represented over 25 commands and activities with backgrounds in cognitive psychology, experimental psychology, industrial-organizational psychology, human factors, neuropsychology, and neuroscience.

"When you get us together, you end up with two separate communities that are very well-positioned to support the entire Navy mission," said CAPT Foster. "We may be separate due to our distinct mission sets and required training experiences, but we share overlapping educational backgrounds, allowing us to bridge the gap and work together to address multi-domain mission challenges."

The 2024 symposium served as a powerful testament to collaboration. By fostering open communication and leveraging diverse expertise, these communities ensure the Navy remains at the forefront of human performance optimization, ultimately supporting the success of all its missions.

The full article can be found [here](#):



## 2024



Falls Church, Va. Members of the Aerospace Experimental Psychology (AEP) and Research Psychology (RP) communities stand with CDR Crystal Massey, MSC Detailer (center) at the Joint AEP-RP Symposium on 2 April 2024 at the Bureau of Medicine and Surgery. Pictured left, Front row (L-R): CDR Leedjia Svec, RP Specialty Leader; LT Maria Spencer, RP; LT Sarah Beadle, AEP; LCDR Eric Vorm, AEP; LT Rebecca NeSmith, AEP; CDR Massey, RHO; LT John Casachahua, RP; CDR Tara Smallidge, RP; CAPT Katharine Shobe, RP; and CAPT Chris Foster, AEP Specialty Leader. Back row (L-R): LCDR Joseph Geeseman, AEP; LCDR Michael Natali, AEP; LCDR Stephen Eggan, AEP; CDR Brennan Cox, AEP; CDR Francis Haran, RP; CDR Jefferson Grubb, AEP; CAPT William Deniston, RP; and CAPT John Melton, RP.

## 2014

Pictured right: Members of the Aerospace Experimental Psychology (AEP) and Research Psychology (RP) communities at the Joint AEP-RP Symposium.



## 2004



Pictured left: Members of the Aerospace Experimental Psychology (AEP) and Research Psychology (RP) communities at the Joint AEP-RP Symposium. Several members remain on active duty service.

## ARTICLES OF INTEREST

# WOMEN'S HISTORY SPOTLIGHT ON THE HEAD OF THE NAVY'S BLOOD PROGRAM

By: Mr. André B. Sobocinski, U.S. Navy Bureau of Medicine and Surgery Historian

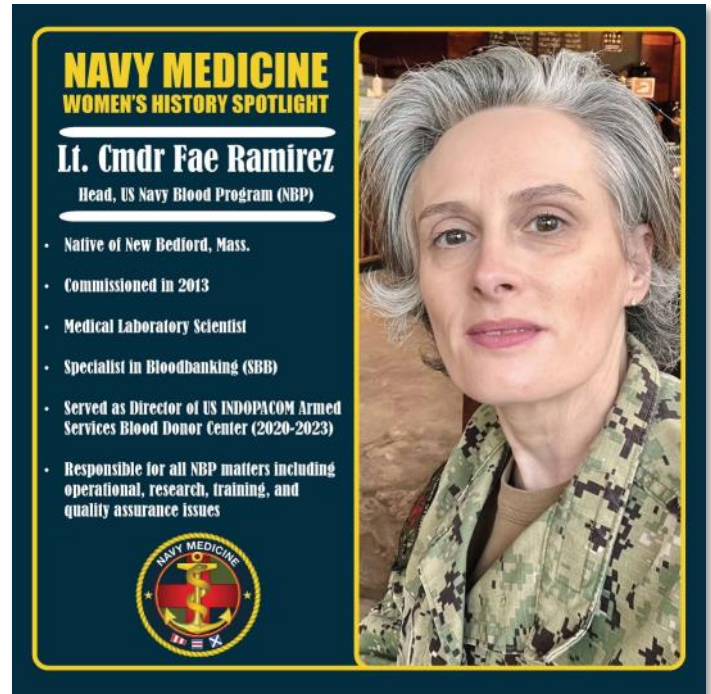
As we celebrate Women's History Month (March 2024), it's important to recognize the extraordinary contributions women make in every sector, often playing unsung roles while quietly improving the world we live in. This year, we turn a spotlight to an individual whose quiet dedication to her craft ensures a life-saving blood supply for our nation's military personnel around the globe.

LCDR Fae Ramirez, Medical Laboratory Scientist, serves as the Head of the U.S. Navy's Blood Program, based at the Bureau of Medicine and Surgery (BUMED) in Falls Church, Va. In this role, LCDR Ramirez acts as the Navy representative to the Armed Services Blood Program (ASBP), oversees policies to ensure compliance with regulations and provide technical oversight and policy guidance to ASBP blood establishments to ensure compliance with blood regulatory or accrediting agencies and higher HQ policies and directives.

For this New Bedford, Mass. native, the path to the U.S. Navy was anything but straightforward. While attending Salve Regina in Newport, R.I., LCDR Ramirez took an interest in the Navy and explored joining upon graduation. But as it has been said, "Sometimes life is what happens when you are making plans." Following graduation came motherhood and an opportunity to pursue blood banking at a major civilian trauma center in Boston, Mass. Fifteen years later, as a single mother working endless days as a technical supervisor at Beth Israel Deaconess Hospital, LCDR Ramirez's career took an unexpected turn. A colleague introduced her to a Navy officer program offering an opportunity to obtain a graduate degree from The George Washington University, a clinical fellowship in Immunohematology at Walter Reed National Military Medical Center (WRNMMC), and the chance to earn the prestigious Specialist in Blood Banking (SBB) certification through the American Society for Clinical Pathology (ASCP).

"I decided to speak with my children and ask if they thought joining the Navy was a good idea," related LCDR Ramirez. "They said 'yes.'"

Within six months LCDR Ramirez had spoken to a recruiter and started Officer Development School (ODS) back in Newport.



"I was excited to be given this opportunity for my future and also to show my children that it was never too late to change your path," said LCDR Ramirez. "All you need is a desire to make that change, the passion to give it your all and lots of dedication and hard work. Anything is possible, no matter the obstacles you think may be impossible to overcome."

After a tour as the division officer of clinical microscopy at WRNMMC, LCDR Ramirez was selected for the Armed Services Specialist Blood Bank (SBB) Fellowship. Following her SBB Board Certification, she rose to Deputy Director of the Armed Services Blood Bank Center, National Capital Region. LCDR Ramirez then transitioned to Naval Medical Center Portsmouth as Department Head of Blood Services, where she served as both the SBB and Mid-Atlantic Blood Officer, supporting the fleet out of Norfolk, Va.

In 2020, at the peak of the COVID-19 pandemic, LCDR Ramirez deployed to Okinawa, Japan, as the Director of the U.S. Indo-Pacific Command (INDOPACOM) Armed Services Blood Donor Center at Camp Foster. She led a critical role in ensuring the collection, manufacturing, storage, and distribution of blood products throughout the Pacific Area of Op-





Okinawa, Japan. LCDR Fae Ramirez, Med Lab Science, describes cold chain requirements for the distribution of Class VIIIIB (blood products) globally to Japanese Ground Self Defense Force leadership. Pictured above: CAPT Tanaka (center), RADM Ogawa (left), and LCDR Ramirez (right).

erations. Her efforts directly supported military operational readiness and health for over 236,000 personnel across Okinawa and the Western Pacific region.

"It was challenging but rewarding at the same time," said LCDR Ramirez. "The people I met and worked with helped make it manageable. This was a busy Tri-service donor center operated by hard-working individuals accomplishing the 'impossible' everyday by collecting live saving blood products during a time where no one wanted to leave their homes. Not having all my family and all my friends with me was hard but having my husband there and my co-workers who supported me was a special time."

In 2023, LCDR Ramirez reported to BUMED to oversee worldwide operations of the Navy's blood program. Each day she faces a relentless stream of information requests (RFIs) from individuals from across the service and Armed Forces, seeking leadership on projects, policy clarification, guidance on specific tasks and walking blood bank procedures.

"When I first joined the Navy in 2013, I wanted to

be in the exact seat I hold today as the head of the Navy Blood Program," related LCDR Ramirez. "To me, this is the epitome of what an SBB, 60V (Blood Bank Officer - Specialist in Blood Bank) in the Navy would be."

While serving as executive agent for coordination and management of all NBP matters including operational, research, training, and quality assurance issues, each day LCDR Ramirez provides operational blood guidance to U.S. Fleet Forces Command, U.S. Pacific Fleet, component commands, type commands (TYCOMS), as well as Marine Expeditionary Forces. She also assists in determining training and manning requirements for enlisted laboratory technicians and laboratory officers serving in operational blood missions.

Although she takes immense pride in these roles, she states that the most rewarding part is the opportunity to mentor young officers and enlisted as well as "leading by example."

"Leading by example has always been my passion and I believe the most effective leaders are those who demonstrate their values and expectations through their actions," said LCDR Ramirez. "By consistently embodying the behaviors I teach my junior staff, I set a clear standard from the top. It's not about 'do as I say' — it's about inspiring them to emulate what I do. Those I've worked with, from young enlisted to senior officers, will tell you I take immense pride in leading this way."

She deflects praise, attributing her successes to her team, her mentors, her family — especially her children Jared and Ryan — and all of the individuals who support the blood program.

Today — 11 years into her Navy career — LCDR Ramirez stands as a testament to the power of leadership and pursuing one's dreams. Her story is not just about quiet dedication to her craft or organizational excellence, it's also about a deep commitment to serving others.

And for those who like LCDR Ramirez have that interest to enter the Navy, but are unsure if their window for a career has closed, she has one piece of advice: "Never give up on your dreams," says LCDR Ramirez. "Anything is possible if you work hard enough!"



## ARTICLES OF INTEREST

# NAVAL OPHTHALMIC READINESS ACTIVITY PROVIDES VISION READINESS

By: Mr. Julius Evans, Naval Medical Readiness Logistics Command, Williamsburg, Va.

Who does the Defense Health Headquarters (DHHQ) turn to when its personnel have optometry needs? Naval Ophthalmic Readiness Activity (NORA) Yorktown answered the call brought their unique skill sets, techniques, and readiness eyewear to accommodate DHHQ personnel directly. Of note, NORA Yorktown provides this “mobile” service to those in operational and remote locations in the Tidewater region if requested.

NORA Yorktown is the largest of the 22 Army and Navy Optical Fabrication Labs (OFLs) in the DoD. It contains all necessary subject matter expertise to support and guide the MHS Optical Fabrication Enterprise (OFE).

In February 2024, NORA detached a small cadre of military professional opticians (L19As) for on-site vision medical attention. NORA personnel solicited eyewear requests, took orders for production, and provided multiple frames for those who had current optical prescriptions. NORA personnel were also prepared to take orders for military combat eye pro (MCEP) inserts, XM50 protective/gas mask inserts, and Frame of Choice 2024 offerings.

But, this event is only one step toward greater vision readiness. As Executive Agent for all optical fabrication within the DoD, the U.S. Navy Surgeon General recently approved an initiative to establish the Navy OFE as a program of record with a standing line item in the Program Objective Memorandum (POM) process. More fully, it realigns OFLs at value-adding locations as detachments within NORA.

“In terms of Vision Readiness across the DoD at large, vision is the only Individual Medical Readiness (IMR) elements that relies solely on an individual member’s self-reporting to determine their readiness condition,” said CAPT Brian Hatch, Optometrist and NORA Director. “Using this risk-burdened methodology,

the demand for readiness eyewear is around 1.2 million pair per year. This matches the current maximum production capability across the entire MHS OFE. If vision readiness were fully enforced, the demand signal for readiness eyewear would more than double.”

NORA deploys Sailors and Soldiers with mobile optical fabrication capability in support of National Guard and U.S. Navy Reserve missions, prefabricate eyewear for overseas humanitarian relief and medical civic action program missions. It is also the only laboratory to produce eyewear for the Coast Guard, Public Health Service, NASA, NOAA, and other Federal agencies.

“While all active-duty personnel should maintain their vision readiness, the focus of NORA Yorktown’s outreach is for those in operational billets in the Tidewater area. Regular vision readiness awareness occurs through health fair events in fleet and force concentration areas as well as onboard carriers or pier-side for other ships,” CAPT Hatch said.

The personnel serving at DHHQ experienced that support firsthand, and they have already received the eyewear ordered.

To request this ophthalmic eyewear service in the Tidewater region, please contact NORA’s Customer Service Division at (757) 887-7611.



Falls Church, Va. Pictured above: Naval Ophthalmic Readiness Activity (NORA) hosted, “Vision Readiness Day,” at Defense Health Headquarters (DHHQ). NORA optician technicians U. S. Army Specialist Joanna Rodriguez, Hospital Corpsmen Petty Officer 3rd Class Thomas E. Bryans, and Hospital Corpsmen Petty Officer 1st Class Joseph T. Kraus-McCarty all take orders for those in need of a new pair of glasses. LT Stephen Gagnon, Manpower/Personnel Planner, is seen on the right selecting frames. (Photograph by Michael Rhode, BUMED Communications Division)

# NAVY ENTOMOLOGY CENTER OF EXCELLENCE STRENGTHENS PARTNERSHIP WITH GHANA

By: LT Nicholas Johnston, Entomology, Navy Entomology Center of Excellence



Jacksonville, Fla. Pictured above (L-R): Principal Research Assistant, Parasitology Department, at the Noguchi Memorial Institute for Medical Research (NMIMR) of Accra, Ghana, Dr. Seth Offei Addo PhD, meets with CDR Ian Sutherland, Entomology/Officer in Charge of the Navy Entomology Center of Excellence (NECE), during his visit to discuss future research collaborations such as potential Global Emerging Infections Surveillance (GEIS), on 6 March 2024. Dr. Addo's visit stems from a longstanding partnership in the fight against malaria. In 2021, NECE in collaboration with the Ghana Armed Forces (GAF), Ghana Police Service (GPS), and Noguchi Memorial Institute of Medical Research (NMIMR), established the Ghana Armed Forces Entomology Center of Excellence (GECE). (U.S. Navy photo by LTJG. John So)

Principal Research Assistant, Parasitology Department, at the Noguchi Memorial Institute for Medical Research (NMIMR) of Accra, Ghana, Dr. Seth Offei Addo PhD, visited the Navy Entomology Center of Excellence (NECE), Jacksonville, Fla., on 6 March 2024 to discuss future research collaborations such as potential Global Emerging Infections Surveillance (GEIS).

Dr. Addo's visit stems from the Department of Defense's Global Health Engagement (GHE) initiatives and was coordinated by Global Health Operations (GHO), which aims to foster military-to-military and civilian international collaborations to enhance global interoperability. GHO proactively pursues new opportunities for Global Health Security Cooperation to recognize and to address disease risks among deployed personnel.

"NECE's longstanding relationship with Ghana is proof that collaborative efforts lead to enduring partnerships," said LTJG John So, NECE's Department Head of Global Health Operations.

This longstanding partnership was integrated into the Africa Malaria Task Force (AMTF) founded by U.S. Africa Command (USAFRICOM) in 2011 with the goal to strengthen surveillance, control, and pathogen detection capabilities for malaria vectors. NECE, in collaboration with the Ghana Armed Forces (GAF), Ghana Police Service (GPS), and Noguchi Memorial Institute of Medical Research (NMIMR), established the Ghana Armed Forces Entomology Center of Excellence (GECE).

This operation was part of a multi-year, Global Health Engagement Research Initiative (GHERI) project managed by the Center of Global Health Engagement that focuses on research topics in support of operational efforts that will meet the needs of the Joint Forces. Dr. Addo was a participant an operational entomology field exchange along with the Ghana Armed Forces (GAF) that took place in 2020 at NECE, an additional part of the project.

During his visit, NECE personnel briefed Addo on ongoing research projects and provided him a tour of their facility showcasing their Insecticide Resistance Response System (IRRS) laboratory. The IRRS uses advanced technology called next generation sequencing (NGS) to help create tests that can be used in the field. It also helps identify changes in ticks and mosquitoes that make them resistant to insecticides.

NECE personnel also highlighted the Remote Emerging Disease Intelligence-Network (REDI-NET), a comprehensive, long-term endeavor which is being done in collaboration with the University of Notre Dame. The purpose is to improve the accuracy and timeliness of the 'data-to-decision' pipeline, from detection, prediction and containment of potentially emergent zoonosis which is a disease that can be transmitted to humans from animals.

NECE is the Navy and Marine Corps' Center of Excellence for operational entomology located at Naval Air Station Jacksonville, Fla. NECE's unique DoD mission is to develop and evaluate novel products, pesticides, and technologies to better protect deployed forces from vectors of disease. NECE also provides operational medical entomology and pest management training to DOD military and civilian personnel and is the program manager for all Navy shipboard pest management. NECE plays a key role in supporting national strategic interests through engagement and exchange with foreign health and military partners.



## MSCs IN FOCUS



Washington, D.C. Secretary of the Navy Carlos Del Toro gives remarks during the Department of the Navy's (DON) first Integrated Resilience and Mental Health Forum on 15 March 2024. The inaugural meeting aimed to foster meaningful discussion across DON stakeholders, enhance the visibility of ongoing and new Navy and Marine Corps initiatives, and to cultivate an environment for dialogue centered on mental health and resilience practices. Pictured above: Navy Surgeon General RADM Darin Via and RADM Pamela Miller, Medical Officer of the Marine Corps at far right; LCDR Kristin Landsinger, Clinical Psychology/Deputy Director of BUMED Mental Health Programs in background on left. (U.S. Navy photo by Mass Communication Specialist 2nd Class Jared Mancuso)



USS BOXER (LHD 4). Pictured left: LT Melvin Rolon, HCA/Wasp-class amphibious assault ship USS BOXER (LHD 4) Medical Administration Officer, and a native of Aibonito, Puerto Rico, poses for a photo in the medical bay after earning the Surface Warfare Medical Department Officer qualification while the ship steams in the Pacific Ocean on 24 March 2024. (U.S. Navy photo by Mass Communication Specialist 2nd Class Connor Burns)





Albany, Ga. Pictured above: LCDR Julia Brown, HCA/Naval Branch Health Clinic Albany and NMRTU Albany officer in charge, reviews data with a sailor on 2 February 2024. LCDR Brown, a native of Memphis, Tenn., says, "Naval Health Clinic Albany provides premier medical, dental, occupational, ancillary, and industrial hygiene services to beneficiaries onboard Marine Corps Logistics Base Albany. Sustaining readiness and providing high quality care is at the forefront of our mission and ensures that our Sailors, Marines and their families will B-E R-E-A-D-Y when called." (Photo by Deidre Smith, Naval Hospital Jacksonville)



Virginia Beach, Va. Pictured above (L-R): LCDR Krystal Rapp, Regional Hearing Conservation Program Manager and Occupational Audiology Department Head at NMRTC Portsmouth, and Mr. Rusty Sanders, Industrial Hygienist at NMRTC Portsmouth, conduct a four-hour noise sampling evolution during a flight onboard the new Landing Craft Air Cushion at Assault Craft Unit 4 (ACU 4).



San Diego, Calif. Industrial Hygiene Officers in Southern California attend the Industrial Ventilation course hosted by Navd Facilities Engineering Systems Command (NAVFAC) on North Island, Calif. Pictured above (L-R): LT William Wong, LT Samuel Mobley, LT Adam Shults, ENS Violeta Sandoval, LTJG Michael Arnold, LT Alberic Mareus, LTJG Samuel Grassel, and LT Cynthia Blackman.



## MSCs IN FOCUS



Yokosuka, Japan. Pictured left (L-R): USNMRTC Yokosuka Radiation Health Officer/Radiology Department Head, CDR James Speitel, RHO, discusses the capabilities of the USNMRTC Yokosuka Enterprise and United States Naval Hospital (USNH) Yokosuka Radiology Department with Chief of Staff, U.S. Indo-Pacific Command, Maj Gen Joshua M. Rudd, during a tour of the hospital on 19 March 2024. (U.S. Navy photo by Daniel Taylor/USNMRTC Yokosuka Public Affairs)

Bremerton, Wash. Pictured right (R-L): For professional achievement in the superior performance of his duties while serving as Operations Management Department Head for NMRTC Bremerton, from October 2023 to December 2023, LT Shane Garduno, HCA, is presented a certificate for his selection as as Junior Officer of the Quarter for the fourth quarter of 2023 from the executive officer, CAPT Mark Lund. This prestigious recognition sets him apart and highlights his superior initiative, exemplary attitude and unwavering commitment to our staff and patients. (Official Navy photo by Douglas H Stutz, NHB/NMRTC Bremerton public affairs officer).







Okinawa, Japan. Honoring Naval Tradition and Heritage, Officers and Enlisted Sailors assigned to 3D Supply Battalion, Medical Logistics Company, conduct a Summer Whites uniform inspection to mark the seasonal transition from Service Dress Blues. Pictured above (L-R): the Triad pictured at center are Executive Officer, LT Esneider Herrera, HCA/Company Commander; LCDR Eric M. Harasimowitz, HCA; and Senior Enlisted Leader, LSCS Dawn A. Atkinson.



San Diego, Calif. Pictured left: Navy Health Research Center's Operational Infectious Diseases department head, LCDR Michelle Lane, Microbiology, briefs Naval Supply Systems Command Fleet Logistics Center (NAVSUP FLC) Norfolk visitors about the ongoing efforts the department is conducting in biosurveillance and data collection. (US Navy Photo by Danielle Cazarez, NHRC PAO department)

Portsmouth, Va. Pictured right (L-R): RDML Matthew Case, commander, Naval Medical Forces Atlantic (NMFL), and chief, Medical Service Corps (MSC), listens to a question from CDR Matt Beery, RHO, an all source intelligence analyst assigned to the National Center for Medical Intelligence, during the 2024 Hampton Roads Radiation Health Officers Symposium on board Naval Support Activity (NSA) Hampton Roads on 4 April 2024. The RHO symposium was held 2-3 April 2024 at Navy Medicine and Readiness Training Command (NMRTC) Portsmouth and offered professional development in knowledge, skills, and abilities and networking opportunities for its members. (U.S. Navy photo by Mass Communication Specialist 2nd Class Levi Decker)





## MSCs IN FOCUS



New Orleans, La. Pictured above: The 2024 POMI Symposium was hosted by Marine Forces Reserve/Marine Forces South (MARFORRES/MARFORSOUTH) headquarters from 27-29 February 2024. The event, in collaboration with the POMI Reserve community, offered leadership briefs from Brig. Gen. Omar J. Randall, Deputy Commander, MARFORRES/MARFORSOUTH, and RDML Matthew Case, Commander, Naval Medical Forces Atlantic. In addition to those leaders, Fleet, BUMED and CD&I updates were provided by subject matter experts with those organizations. Overall, 75 POMIs had the opportunity to engage in meaningful, timely, and relevant topics as these leaders assist in taking Navy Medicine to the next level.



USS MICHAEL MURPHY (DDG 112). LT McKennan Cook, General Medicine, and LT Nick Grant, Clinical Psychology, pose for a photo during a flight deck ceremony after earning the Surface Warfare Medical Department Officer qualification while the ship is in port in the Pacific Ocean on 12 March 2024. Pictured above (L-R): CAPT Joe Ring, Commander, Naval Surface Group Middle Pacific; LT Cook; LT Grant; and CDR John Holthaus, Commanding Officer, USS MICHAEL MURPHY.





San Diego, Calif. Pictured left (R-L): CAPT Elizabeth Adriano, NMRTC San Diego's Commander, presents LT Victoria Medved, Physical Therapy, with a Junior Officer of the Quarter, 4th Quarter, FY2023 certificate during an award presentation on 12 March 2024.

San Diego, Calif. Pictured right: LCDR Cassie Sipe, Dietetics/NMRTC San Diego's Nutrition Management Department Head, serves food during a meal celebrating St. Patrick's Day on 13 March 2024. NMRTC San Diego's mission is to prepare service members to deploy in support of operational forces, deliver high quality healthcare services and shape the future of military medicine through education, training and research. NMRTC San Diego employs more than 6,000 active duty military personnel, civilians and contractors in Southern California to provide patients with world-class care anytime, anywhere. (U.S. Navy photo by Mass Communication Specialist 2nd Class Celia Martin)



Bremerton, Wash. Pictured left, Top right: LT Anurag Sharma, EHO/ Preventive Medicine Department Head, presents the Preventive Medicine and Public Health "2023 Flu Vaccine" project as one of the project leads at the NMRTC Bremerton Continuous Process Improvement Fair, held 11-14 March 2024. (Official Navy photo by Douglas H Stutz, NHB/NMRTC Bremerton public affairs).



## MSCs IN FOCUS



Williamsburg, Va. Pictured above: CAPT Christopher Barnes, Medical Logistics, is surrounded by family, friends, and current and former Shipmates during his promotion ceremony to his current rank on 29 March 2024. CAPT Barnes will become Naval Medical Readiness Logistics Commands commanding officer in May 2024. In the photo on the left, CAPT Barnes is joined by his family members, from left to right, Caleb Barnes, Emilia Barnes, and Marilisse Gonzalez-Barnes. In the photo on the right, those present during CAPT Barnes' promotion ceremony include CAPT Jason Longwell, General Anesthesiology; CAPT Janine Espinal, Medical Logistics; LCDR Aaron Hill, HCA; CAPT Matthew Marcinkiewicz, Medical Logistics; LCDR Natalie Krupp, PAD; CAPT Danielle Hicks, HCA; CDR Scott Hazelrigg, Manpower; CAPT Steve Aboona, Medical Logistics; and CDR Kibwe Hampden, Medical Logistics.



Chicago, Ill. Pictured above: Members of the 2023-2024 Regent Advisory Council and Lewis E. Angelo Symposium Committee are joined by several Navy attendees of the 2024 American College of Healthcare Executives Congress on Healthcare Leadership during a networking event on 28 March 2024.



## MORE RESEARCH PSYCHOLOGY SPOTLIGHT PHOTOS



Groton, Conn. CDR Leedjia Svec, RP, inspects the Human Research Protection Program at Naval Submarine Medical Research Laboratory with members of the Department of the Navy Human Research Protection Program (DON HRPP). Pictured above (L-R): CDR Svec, Ms. Katy Prendergast, and Ms. Stephanie Hoyer.



San Diego, Calif. Pictured above (R-L): LCDR Saima Raza, RP/Director of MyNavy Coaching, is awarded a five-day Coaching Course certification of completion from LTJG Dominique Adams.



Groton, Conn. LT Jennifer Louie, RP, provides an overview to Navy Surgeon General RADM Darin Via regarding the Naval Submarine Medical Research Laboratory's past and current research efforts with modernizing psychological screening and assessment for submarine duty, as well as modernizing talent management for the Submarine Force. Pictured above (L-R): LT Louie; Dr. Dominica Hernandez; Dr. Justin Handy; HMCM Patrick Paul Mangaran, Force Master Chief, Bureau of Medicine & Surgery; and RADM Via.



San Diego, Calif. Pictured above: LT Nathan Carnes, RP, presents Recruit Assessment Program (RAP) research to key personnel at the Naval Health Research Center (NHRC).



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The Medical Service Corps supports Navy Medicine's readiness and health benefits mission. It is the most diverse Officer Corps in Navy Medicine with 31 specialties organized under three major categories: Healthcare Administrators, Clinical Care Specialties, and Healthcare Scientists. There are over 3,000 active and reserve MSC Officers that serve at Military Treatment Facilities, on ships, with the Fleet Marine Force, with Seabee and special warfare units, in research centers and laboratories, in a myriad of staff positions with the Navy and Marine Corps, and with our sister services around the world.



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